

THE INFLUENCE OF INTRINSIC AND EXTRINSIC MOTIVATION ON
MALAYSIAN ACADEMICS PARTICIPATION IN THE NATIONAL
INNOVATION STRATEGY

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A thesis submitted in
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To my loving wife, father and mother

My love to you will always remain and shall never change.....



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ABSTRACT

The practice of workplace motivation is always use in activating, directing and maintaining people's behaviors towards specific courses of actions. In this study, the attentions are focus on studying the factors that motivating Malaysia academic citizens in participating in Malaysia National Innovation Strategy. The methodology of this exploratory study involve a quantitative designed, web-based survey method. Population include all academicians with Malaysia citizenships in all twenty Malaysia public universities, while actual samples collected consist of 833 respondents. Results were analyzed by Kruskal-Wallis test (SPSS) and Structural Equation Modelling-Partial Least Square (SmartPLS). Findings has presented that the eight motivation factors of Equity, Trust, Responsibility, Actualization, Physical Condition, Culture, Career Prospect, and Work-Life Integration have different significant results among the three categories of Malaysia public universities. Implication of this study has revealed the significance of motivation factors National Innovation Strategy, as well as the differences of significances among the three categories of public universities.



ABSTRAK

Amalan motivasi di tempat kerja sentiasa digunakan dalam mengaktifkan, mengarah dan mengekalkan tingkah laku manusia terhadap tingkah laku tertentu. Kajian ini memberi tumpuan kepada faktor-faktor yang mendorong warga akademik Malaysia untuk menyertai Strategi Inovasi Kebangsaan Malaysia. Metodologi kajian eksploratori ini melibatkan kaedah kaji selidik secara kuantitatif berasaskan web. Populasi melibatkan semua ahli akademik warganegara Malaysia dari 20 universiti awam di Malaysia, manakala sampel sebenar yang dikumpul adalah 833 responden. Keputusan kajian dianalisa menggunakan 'Kruskall-Wallis test' (SPSS) dan 'Structural Equation Modelling-Partial Least Square' (SmartPLS). Dapatan telah menunjukkan bahawa lapan faktor motivasi iaitu ekuiti, kepercayaan, tanggungjawab, perspek kerjaya, aktualisasi, keadaan fizikal, budaya kerja dan integrasi kerja-kehidupan mempunyai signifikan yang berbeza dalam 3 kategori universiti awam di Malaysia. Implikasi kajian ini menyokong faktor motivasi adalah signifikan dalam Strategi Inovasi Kebangsaan dan juga menyatakan adanya perbezaan yang signifikan antara 3 kategori universiti awam.



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CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter starts by presenting research background and problem statements. The third economic transformation to knowledge-based, innovation-led economy was started decades ago. However, it is severely commented with slow progress in governmental blueprints such as National Innovation Model and National Innovation Strategy. It is further adapted into research objectives and research questions. The significances of answering the objectives and questions will assist policy makers and institutional owners in designing their motivation packages that are effective in motivating academic citizens towards National Innovation Strategy.

1.1 Background of the Study

Motivation is widely known as human intentional process in altering behaviours towards specific course of actions. In organizational practice, motivation is mostly use to activate, direct and maintain physical or psychological activities into a preferable action. Whereas in the academic practices, motivation is generally adapted into scientific researches either to study the differences in preference or satisfactions of motivation factors among variety of cohorts, and/or its impact towards variety of human behaviour (Robbins, 2009; Hitt et. al, 2009; Lynne, 2012; Herbert et. al, 2012;

Ryan 2012). Generally, studies of motivation are either on differentiating effect of motivation factors towards different group of people; or studying the correlations of motivation factors towards variety of human behaviour. Despite one or the other objectives of conducting studies regarding human motivation, the common goals still heeds on changing human behaviour to desire forms of actions (Latham, 2007; Deckers, 2010; Reeve, 2014).

In this research, the study of motivation is scoped within motivation factors of Malaysia academic citizens to participate in National Innovation Strategy. As a hub that accumulates, researches, and disseminates knowledge, participations of academicians in National Innovation Strategy play a vital role in facilitating Malaysia's third economic transformation. Several governmental blueprints in promoting the National Innovation Strategy highlights the attention given to academic sector. For example, in the MOHE Implementation Plan (2009), the importance and roles of academicians in collaborating in National Innovation Strategy have been emphasised as linchpins. Malaysia New Economic Model (2010) also addressed the issues of academicians' new roles in cultivating innovation culture to support the National Innovation Strategy (NEM, 2010).

In line with this the Malaysian government has established an agency for national innovation, the National Innovation Council (AIM) was formed in an efforts to cultivate an eco-system among industry sector, academic sector, government and civil society (Rakyat). Hence, three mechanisms were introduced to be successfully adapted to the Malaysia context. The first mechanism is Quadruple Helix Model, the second is Onion Model, and finally the third Innovation (AIM, 2009). In the first mechanism academicians were requested to collaborate closely with industry, government, and civil society in order to promote the innovation culture. The second mechanism of Innovation Accelerators further specifies two roles of academicians. The first role of academicians is to closely collaborate with industries and foreign technology partners and be active in product and service developments that will be commercialised by government and industry, while the second role is to cultivate graduates to master the methodologies of innovation. The last mechanism of Onion Model that encourages synergy between academic sector, government sector, community, and industry sector has further defined the activities that will be conducted among the four stated sectors.

All three mechanisms have demonstrated the significant role that academicians play in fostering national transformation. Besides of core responsibilities in teaching and researching, academicians are demanded for additional efforts in cultivating innovative culture, and collaborate with industries for innovations (AIM, 2009). Such request from governments have further adapted into Ministry of Higher Education Implementation Plan (2009). As such Malaysia's academicians are also required to be more active in increasing the awareness of innovation among graduates and promoting and collaborating with private sector in conducting innovations (MOHE, 2009).

Overall, the role of academicians in facilitating Malaysia's economy transformation nowadays is identified as one among the linchpins (MOHE, 2009; AIM, 2009; NEM, 2010). Attentions are no longer framed within academic-industrial collaborations, however, academicians are even encouraged to involve in cultivating a culture of continuous innovation, as well as more active in participation in knowledge sharing-related activities, such as workshops and conferences that are good platforms in exchanging and dispersing knowledge and information.

1.2 Problem Statement

Ministry of Higher Education stated that the progress of economic transformation is sluggish with at a gap of at least 10 years (MOE, 2010). Several global reported that Malaysia has not entered a stage of innovation-led growth and research performance has not significantly improved since ten years ago (OECD, 2013; Klaus & Xavier, 2014). Various researchers and governmental agencies further found that the delayed of National Economic transformations were mainly due to the poor engagement of academic, government, and industry in the innovation ecosystem (OECD, 2013; Hutschenreiter, 2013; Thiruchelvam, 2013; MOHE, 2014; Reezal, 2015, Ramli & Senin, 2015). As mentioned in a blueprint *Implementation Plan for Development of Innovative Human Capital at Tertiary Level* issued by Ministry of Higher Education, participation of academicians in National Innovation Strategy is one of the key to fasten National Third Economic Transformation (MOE, 2010)

Although the reason behind delayed of National Economic transformation has been addressed, however, to date there are less empirical findings that heeds on Malaysia academicians' motivation factors to collaborate with industrials sectors. Among the limited empirical researches on the issues of motivation among Malaysia academicians, Alsaleh and Haryani (2013) have contributed an empirical finding on Malaysia academicians' motivation for knowledge sharing. The qualitative case study covered 15 renowned academicians from one public university, and the findings only answered seven factors to motivate academicians for knowledge sharing. On the other hand, another research conducted by Goh and Sandhu (2013) included a number of 545 academicians from 30 public and private universities in Malaysia. Besides reporting the significant correlation on the motivation factors of Trust and Commitment towards Knowledge Sharing, the findings also revealed significant difference on the intentions of knowledge sharing among private and public universities. Although the two articles have accessed the motivation and knowledge sharing among Malaysia academician, however, they discounted continuous learning and cultivation of innovation eco-system in the study. Furthermore, Choong et. al. (2011) reported an empirical finding on the correlation between intrinsic motivation and organizational commitment among 247 academicians from four Malaysia private universities. Another empirical research conducted by Anidah et. al (2014) among 45 academicians from Malaysia community college reported that organizational culture and environment, organizational and managerial issues, and personal experience and quality are effective factors to motivate respondents for academic leadership.

While the examples provided above are focuses on motivation factors towards different dependant variables, there are no empirical findings found on motivation factors of Malaysia academicians towards participation in the National Innovation Strategy. As mentioned by Faizal et. al. (2013), numbers of studies that focus on the university-industry collaboration in Malaysia are not sufficient. In fact, university-industry collaborative in Malaysia has received very little research attentions (Chin et. al, 2011).

Furthermore, there are also less researches found in comparing and contrasting motivation of Malaysia academicians from three categories of public universities. Empirical papers regarding motivation issues among Malaysia academicians either covered several universities or taken all universities in Malaysia

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